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19 March 1956

MEMORANDUM FOR: Deputy Director of Central Intelligence

SUBJECT: The Concept of the Junior Officer Training
Program

1. The JOT Program was initiated in November 1950 by General Smith, who recognized that the Agency needed a planned, systematic method to identify, select, and develop career intelligence officers of the highest calibre. In brief, the Program proceeds in three steps: (a) identification and selection of young people of high potential; (b) appropriate formal Agency training; and (c) "tailored" on-the-job training, calculated to develop their potential and interest in intelligence work. For about two years the development of these carefully chosen individuals is closely monitored and directed. They are then placed in positions for which they are qualified.

2. The JOT Program has been a pilot operation. Because of difficulties of recruitment and high standards, only [redacted] people 25X1 have entered on duty each year. But owing to their outstanding performance, the Program has been enthusiastically received throughout the Agency, and recognized as the best method to develop high quality intelligence officers and potential leaders. The Inspector General, after a critical survey, recently recommended expansion by at least threefold. CIA leaders are well agreed that the Program ought to be

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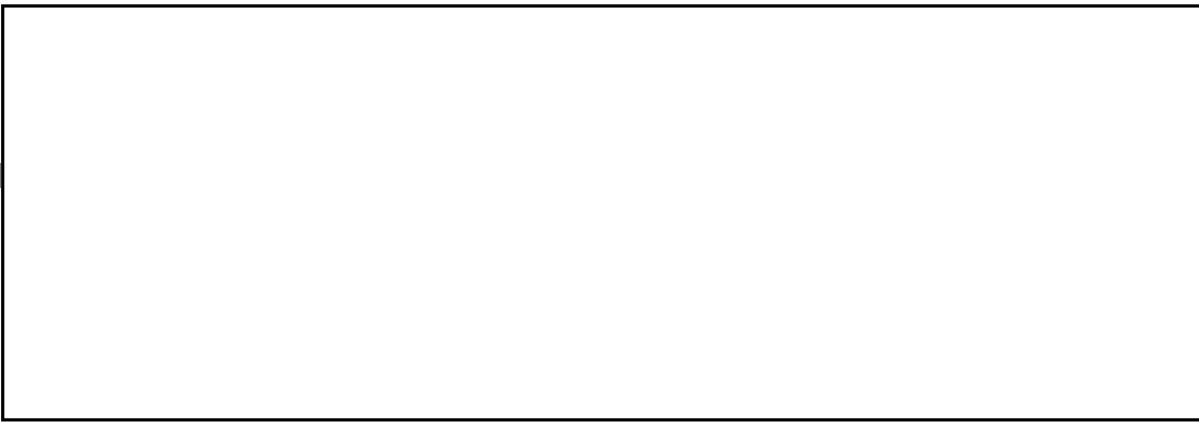
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expanded. The current trainees are in high demand. For example, the DD/P is asking for two to three times the number of JOTs he now gets.

25X1



4. Once on duty, more is expected of the JOT than of the ordinary employee. He is therefore held to higher standards, personally and professionally, than the usual "job holder." At the same time, his professional development gets more attention than that of other employees, with the aim of producing an officer who is not only highly qualified for whatever duties, but highly motivated for intelligence work as a career. Inevitably, some are found wanting. But the rate of attrition is less than the Agency average.

5. This Program is considered to be highly significant in that it is providing for the Agency the highly qualified, highly trained, and highly motivated people it has to have in order to carry out its mission.

25X1



Acting Director of Training

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